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EXECUTIVE SUMMARY

A. LEAD TEAM and CONSORTIA

Lead Team

Region 11 has assembled an outstanding team of individuals to serve as the Lead Team for the purposes of overseeing the design and implementation of the Strategic Skills Initiative in our nine county area.

The Lead Team was selected based on criteria which included the depth of understanding, commitment to and ongoing successes in driving public/private partnerships in workforce development initiatives. Their experience in serving in a policy capacity overseeing the planning, management, monitoring, and oversight of publicly funded workforce development programs weighed heavily in their selection.

The Lead Team will be actively engaged in the development, communication, and management of the SSI process for Region II. This process began with the assembling of the Consortia of individuals who have been identified as key stakeholders in the region. These are representatives who have both an interest in, and insights into, the critical issues facing the development of a quality workforce for the region. Further, they represent a broad cross section of sectoral employers and interest groups within the region. These employers are generally those whose workforce is considered semi-skilled and/or skilled and which might be expected to pose greater demands on the public/private workforce development system.

In the initial stages the Lead Team will meet with the responsible staff no less than a monthly basis to assess the progress of the initiative. The Lead Team will review the progress toward meeting the implementation steps to assure the timelines are being met. They will, as part of this process, make recommendations as to the actions necessary to remain on schedule. Theirs will be the responsibility of providing oversight as to the effectiveness of the methods being used to engage the Consortia in the process and to drive continual improvement so all involved remain energized about and committed to the long term goals of the initiative. Finally, they will monitor the fiscal management of the program.

The Lead Team is comprised of:

Jimmie Morrison
Vice President for Commercial Lending
Fifth Third Bank
Vincennes, Indiana

Mr. Morrison has a strong background in both commercial lending and community service. In his position with Fifth Third he is responsible for assessing loan proposals for many varied commercial endeavors including agricultural and agricultural related, wholesale and retail trade, manufacturing, transportation, and others.

His community service includes serving as a member of the Vincennes University Board of Trustees of which he is Treasurer, current president of the Knox County Chamber of Commerce, and member of the Knox County Development Corporation. He is a member of the Vincennes Kiwanis and has served as president.

Jim Edwards
President, Edwards and Associates
Santa Claus, Indiana

Mr. Edwards is founder and president of Edwards and Associates, a management consulting firm which specializes in Total Quality Management and Workforce Training and Development. He has served as Chair of the Indiana Proficiency Panel for a number of years and was instrumental in establishing the Certificate of Technical Achievement (CTA) program in Indiana. He also serves as the Chairman of the Indiana State Chamber of Commerce Task Force on Workforce Development.

Mr. Edwards has been instrumental in both the development of, and securing of funding for, "Project Excellence", a community based workforce development initiative. "Project Excellence" has been recognized by state leaders as a model for local communities.

He has also served as Director of the Indiana Small Business Council, President of Lincolnland Economic Development Corp., Chair of Industrial Development for the Dale Chamber of Commerce, a Director for the Indiana Chamber of Commerce, and is a member of the Southwest Indiana Development Council.

Jim Heck
Program Coordinator
AFL-CIO LIFT

Mr. Heck has served as Program Coordinator representing the United Mine Workers of America during the implementation of a National Reserve Grant which provided retraining for coal miners dislocated due to the implementation of the federal Clean Air Act. Thousands of southern Indiana residents were served under the provisions of that grant and Mr. Heck worked closely with the Indiana Department of Workforce Development as well as three Indiana

Workforce Investment Boards. He was responsible for insuring dislocated miners were afforded all benefits under the provisions of the grant. This included assessment and referral for job training and/or placement.

In his present position he represents the interests of workers on the Shawnee Trace Workforce Investment Board as well as the Southwest Indiana Workforce Investment Board. His responsibilities include providing monitoring and oversight of several job training programs as well as providing policy recommendations for the provision of job seeker services.

Greg Wathen
Executive Director
Perry County Development Corporation
Tell City, Indiana

Mr. Wathen joined the Perry County Development Corporation as its Executive Director in 1992. He was formerly Public Affairs Manager for the Greater Louisville Economic Development Partnership. While in Louisville he also managed the Greater Louisville Media Information Center, an independent news service bureau.

A graduate of Indiana State University he is Accredited in Public Relations, is past president and served on the board of directors of the Indiana Economic Development Association and also served as one of the original twenty three members of the Indiana Economic Development Corporation board of directors.

Mr. Wathen is a small business entrepreneur as well. He founded and is the managing member for Maplewood Hospitality, L.L.C., a hotel development and management company focusing on small markets.

Elizabeth “Robin” Hamme
Senior Vice President of Human Resources
Accuride Corporation
Evansville, Indiana

Ms. Hamme has extensive education and background in human resource management and workforce effectiveness. In her present position as Senior Vice President of Human Resources she is a member of Accuride’s Executive Committee and shares accountability for the strategic and general leadership of the total enterprise. Additionally, she is responsible for Accuride’s Human Resources function, which supports all of the Company’s business units that span three countries and employ a workforce of nearly 5,000.

In addition to serving as the current Chair of the Workforce Investment Board of Southwest Indiana she has served as a member of the Evansville-Vanderburgh

School Corporation's Southern Indiana Career and Technical Center Task Force. She also served as a member of the Region 11, Department of Commerce Strategic Planning Group.

Jim Messmer
Vice President for Statewide Services
Vincennes University
Vincennes, Indiana

Mr. Messmer has over 36 years of educational and community service experience. He has supervisory responsibility for Vincennes University's role as service provider and fiscal agent for two Workforce Service Areas. He has been a member of the Shawnee Trace WIB for 3 years.

His community service includes 7 years on the Vincennes City Council. Messmer has served on numerous community boards and commissions. He is currently a member of the Knox County Development Corporation, the Vincennes Redevelopment Commission, Wabash Valley Education Alliance, South West Indiana Development Council and the Shawnee Trace Workforce Investment Board

Consortia

Individuals were invited to participate as members of the Consortia based upon the primary criteria that they have a vested interest/stake in the development of a skilled workforce and that they have meaningful, actionable insights into what needs to be done now and in the future to ensure that our region's workforce is ready and able to fill the known and emerging talent requirements of our businesses.

Significant effort will be made to solicit membership from those employment sectors that have been identified in recent surveys as meeting the primary criteria of having high employment, high wages, high growth, and high value to the economy of the region. Building on the experience of the Lead Team and the staff in the evaluation of those previous surveys, they also took into consideration the data available from the SSI identified sources as well as other data available from the DWD labor market information. We believe the individuals invited to participate as Consortia members meet the goal of selecting the strongest and broadest representation possible.

We recognize that interest/stake alone will not suffice to assure a successful role for the Consortia in the process. Its members must be willing to be active participants in all phases of the SSI. They are expected to participate fully in the process in support of, and to augment, the responsibilities of the Lead Team. They must also serve as the "public face" of the SSI in their communities and

among their peers. That is seen as critical to the development of future public support for any programmatic implementation activities. It is important to the overall credibility of the reports that the Consortia provide validation and confirmation to the conclusions and solutions.

Due to the geographical configuration of the region it was decided to solicit a significant number of individuals to serve on the Consortia as well. It was determined that due to travel and communications considerations it was better to err on the side of involving too many representatives rather than too few.

The Consortia members are included as Attachment A. While the membership represents a broad cross-section of businesses and interest groups, it is by no means to be considered exhaustive. It is expected to expand as new representatives are identified and/or come forward in order to contribute to the process and become engaged in the decision making.

The initial meetings of the Consortia were held October 4, 2005. In order to generate the highest levels of attendance two sessions were held, the first being a breakfast meeting in Evansville, the second being a lunch meeting in Jasper. The Consortia membership list which is Attachment II identifies those members who were able to attend this initial orientation session.

A follow up orientation will be held subsequent to, and dependent upon, grant approval. At that time a more detailed agenda as to the role of the Consortia will be conducted along with an exchange of ideas designed to add value to the enterprise and expedite the process.

B. INPUT AND INVOLVEMENT OF SPECIFIC ENTITIES AND AGENCIES

Structure of the Initiative

Teams that will support the initiative include:

- Foundation Staff Team (described in the Work Statement)
- Regional Economic Development Team
- Analysis and Evaluation Team
- WorkOne Team
- Industry Focus Teams (one for each sector or cluster selected)

The **Regional Economic Development Team** will be comprised of representatives from the Southwest Indiana Economic Development Council, the Southern Indiana Development Commission, the Southwest Indiana Regional Development Commission and Region 15 Planning Commission.

The Southwest Indiana Development Council (SWIDC) encompasses all of the counties included in Region 11. Its purpose is to bring together representatives of all economic development groups in the region in order to share information and in order to provide joint support for regional economic development efforts. The membership is comprised of representatives from private businesses, education, government, local economic development corporations, workforce investment boards, and interested not-for-profits.

The Southern Indiana Development Commission (SIDC) serves only Knox County within Region 11, however, it does bring a wealth of expertise in the area of serving the economic development needs of local communities and regions. SIDC is a designated Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration. It has served the area as an EDD since 1972 providing economic development planning assistance and assistance for project implementation grants throughout their five county service area. SIDC has committed staff to the project to serve on the Consortia as well as provide data research and evaluation.

The Southwest Indiana Regional Development Commission (SWIRDC) is similarly funded by the U.S. Department of Commerce and serves Gibson, Posey, Vanderburgh, and Warrick within Region 11. It is the newest of the regional economic development entities and while limited in staff, it is positioned on the campus of the University of Southern Indiana as are the offices of employees of the state IEDC.

Region 15 Planning Commission serves Dubois, Perry, and Spencer counties within Region 11 and has a similar profile as SIDC and SWIRDC. As with the

other entities, they will provide great assistance in the generation and analysis of data and information.

In each of these instances the groups provide a broad range of diversity in terms of their membership. We will utilize the experience and expertise of these groups not only from the stand point of staff as a resource, but also from the stand point of benefiting from the local, “grass roots” knowledge and experience as well.

The **Analysis and Evaluation Team** will include qualified individuals from the post-secondary institutions including University of Southern Indiana, University of Evansville, Oakland City University, Vincennes University, and Ivy Tech Community College and will serve in a consultant capacity.

We are currently identifying individuals from those institutions who will be willing to serve on this team. We believe the expertise to be found in our regional institutions of higher education can play a significant role in the interpretation of the data we expect to have generated, will be able to identify “information gaps” in what is generated, and will be able to provide guidance and direction to the staff responsible for data collection, analysis, and evaluation, from both primary and secondary sources.

The existing WorkOne Center management consortium teams will also be utilized as **WorkOne Team**, including DWD Program Directors, their staff, and the service provider staff within the Region 11 WIA structure. These staff will contribute “real time” data regarding the local labor market conditions which will be factored into the information generated from other data sources. They will also serve to provide direct contacts to the employer community they serve. The WorkOne Team will play a key role in implementing solutions.

Industry Focus Teams will be convened for each of the selected industry sectors or clusters. These teams will validate findings in addition to contributing first-hand knowledge of the challenges faced by industry, and the reality/practicality of implementing solutions.

C. MAJOR STEPS AND FUNDING REQUESTED

Deliverables

The three deliverables of the SSI project will be the development of a Skills Shortages Report, a Root Causes Report, and a Regional Solutions Report.

The Skills Shortages Report will be the product of a combination of utilization of existing data, the utilization of data to be generated through the vacancy survey, and the utilization of data generated through employer surveys, interviews, and focus groups. This process will involve examination of the data down to the employer level within the clusters to determine and verify current and projected shortages in critical occupational skills. It will also allow for the identification and targeting for further study, specific occupations and skills sets which will be in shortage both in the short range projections of two years or less, and the longer range projections extending beyond a five year period. Based upon the identification process, quantification as to the anticipated levels and degrees of those occupational and skill shortages will be made. It will be the responsibility of the Lead Team and Consortia to evaluate and approve the findings of the Skills Shortage Report.

The Root Causes Report will take the information and conclusions generated by the Skill Shortages Report and build upon it to identify the root causes associated with those shortages. The Consortia will assume oversight and monitoring responsibility for this process as well. Staff and consultant services will be utilized to evaluate and analyze the primary and secondary data pertinent to the issue of determining the root causes. Surveys and interviews will add to the body of data. The report will describe each root cause and demonstrate the relevance of each in addressing the skill shortages. It will also describe the methodology used to determine those root causes.

The Regional Solutions Report will be a joint effort of the Lead Team, the Consortia and Industry Focus Teams and will set forth solutions that address the findings in the Skill Shortages Report and the Root Causes Report. Each solution will be described in sufficient detail to demonstrate a clear line of sight between and among the three reports. As part of the Regional Solutions Report an action plan will be developed to identify those entities which will be responsible for each action, intended results, and how both public and private resources will be allocated and leveraged to implement the activities. The Lead Team will be responsible for overseeing the development and approval of an evaluation instrument which will be used to measure and gauge the success of the solutions. Industry partners will verify the root causes analysis and the proposed solutions,

thereby confirming their agreement with, and validation of, both the findings and the going forward strategy.

Objectives

Being successful in a demand driven approach requires strategic investments based on solid economic information and labor market analysis to identify where jobs are and will be and what skills, knowledge and competencies are needed to perform those jobs. Projection information is critical to the planning efforts of the state and Region 11 and can be used to accomplish the following:

- Identify/validate the high growth industries in state and regional areas
- Improve the understanding of high demand occupations and career paths
- Strengthen the focus and effectiveness of occupation specific or industry specific program and curriculum planning and delivery
- Connect existing and prospective business needs, relative to workforce availability requirements, with meaningful and timely workforce availability solutions

Funding Request

Region 11 is requesting **\$237,160.00** to support the development of the three reports and provide the basis for implementation of solutions which will strengthen the regional economy of Southwestern Indiana. The SSI process holds great promise for the eventual improvement of the regional economy through the fostering of closer alliances between and among business, government, education, and the communities served. The ultimate goal of the SSI is to proactively position our Region 11 economy to improve its competitiveness so that the wealth creation for businesses and our citizens alike can be not only sustained, but enhanced into the foreseeable future.

WORK STATEMENT

A. QUALIFICATIONS OF KEY INDIVIDUALS

The current administrative staff for the two Workforce Investment Boards which share responsibility for the region will serve as the **Foundation Staff Team** for the Consortia and the Lead Team . These staff include Jerry Yezbick, Executive Director for the Southwest WIB; Charles Roche, Director for the Shawnee Trace WIB; Jeff Amos, Policy and Planning Director for the Southwest WIB; Sheila Hess Director of Administration, Vincennes University; the Director of Planning (TBD), and Linda Jones, Controller, Southwest WIB. The staff have over 100 years of combined experience with the development, implementation, and oversight of a wide array of workforce development and economic development initiatives impacting on successful workforce solutions enabling job seekers and employers to be competitive in a regional, state, and global economy.

Jerry Yezbick has served as Executive Director of the Workforce Investment Board in Southwest Indiana, and prior, of the Private Industry Council, since 1987. He began his experience in workforce development in 1976 in Michigan, where he held several positions in teaching, and then in Florida, where he provided Career Development and Training and was promoted into management positions of increasing responsibility.

He is President of the Board of the Evansville Small Business Center, the regional business incubator, and serves on the Steering Committee for the School Community Council, the Vanderburgh County Adult Literacy Council, and the Southwest Indiana Development Council.

Charles Roche has served as Director of the Shawnee Trace Workforce Investment Board and its predecessor, the Private Industry Council, since 1984. Prior to that he served as Vice Chair of the Shawnee Trace PIC and earlier, on the Area L, Advisory Council of the Occupational Development Center under the Comprehensive Employment and Training Act.

He has held a number of positions within the workforce development and economic development arenas. He served as the District Analyst for the West Central Indiana Economic Development District and provided technical assistance to local units of government for the implementation of the Emergency Employment Act, CETA, and the Job Training Partnership Act. He served as Director for the Indiana State University Crane Center for Economic Development and its successor agency, the Southern Indiana Development Commission.

He has served on the Board of Directors of the Knox County Chamber of Commerce, and has served in a number of professional workforce development associations including President of the Indiana Job Training Administrators,

President of the National Association of Counties Training and Employment Association, member of the National Association of Counties Board of Directors, member of the U.S. Conference of Mayors Employment and Training Council Board of Directors, member of the National Association of Workforce Development Professionals Board of Directors, and member of the National Workforce Association Board of Directors.

Jeff Amos has served as Director of Policy and Planning for the Workforce Investment Board of Southwest Indiana since the inception of WIA. In this capacity he is responsible for development of the local plan of service, grant and contract management functions, policy and standard operating procedure development, coordination of the RFP process, and serves as a liaison to the Workforce Investment Board and the One-Stop System Committee/Youth Council.

He also assists with sub-contractor monitoring and internal fiscal controls. He has been employed with the local employment and training administrative agency (PIC/WIB) for 25 years, specializing in data compilation and analysis leading to continuous improvement strategy implementation.

Sheila Hess serves as Director of Administration for the Vincennes University Statewide Services Division, Workforce Development Services. She has extensive experience in local and regional operations, policy and procedure development, fiscal management, contracting and sub-contracting, and monitoring and oversight.

She has had major responsibility for the preparation of the regional strategic development plans as well as development of the Plan of Service for the WIB. This has included working with consultants through contract development from the RFP stage to final evaluation, researching existing data and providing analysis, generation of planning data through written surveys, interviews, focus groups, and roundtables.

She has served as a member of the Operations Forum and is currently serving as a member of the National Association of Workforce Development Professionals Board of Directors. She is Chair of the Conference Planning Committee for the NAWDP annual conference which is recognized as the largest workforce development professional conference in the country.

Linda Jones is Financial Director and joined the Workforce Investment Board of Southwest Indiana at the time of incorporation in 1984. Prior to joining the WIB she was Financial Officer for the Southwest Indiana Job Training Office and the Community Action Program of Evansville.

She has served as Vice Chair of the Forum of Indiana Financial Officers and was a trainer for the Department of Workforce Development providing new legislation training throughout the State.

The work of the Foundation Staff Team will be augmented by the addition of a Sector Strategy Coordinator to serve as a full time staff position for purposes of managing the SSI implementation, and by the use of consultants.

Sector Strategy Coordinator will be recruited with the intended purpose of creating the in-house capability to sustain the SSI and similar initiatives beyond the grant period. The responsibilities of the Sector Strategy Coordinator will include, but not be limited to, the following:

- Collect, collate, analyze, and validate appropriate data necessary for the preparation of the Regional Skill Shortages Report, the Root Causes Report and the Regional Solutions Report
- Prepare and disseminate updates and interim progress reports to SSI stakeholders
- Conduct briefings and forums for stakeholders as to the progress of the SSI
- Research and collect primary data to complement other secondary data sources
- Serve as the liaison to consultants

The Sector Strategy Coordinator must meet the following criteria for skills, knowledge and abilities:

- Plan, direct, and conduct primary and secondary research to develop materials in support of the SSI and related initiatives including labor market information, presentations, and publications
- Review, direct, and conduct analysis of data for implementing the SSI and similar initiatives
- Develop and devise methods and procedures for collecting and processing data; compiling data relating to SSI and similar initiatives
- Review and analyze data in order to prepare SSI and similar reports detailing results of investigation and to stay current on economic changes including projecting skill needs, industry and employment opportunities for the EGR
- Confer with government officials, employers, labor leaders, and other stakeholders to disseminate and secure information on employment problems and assist in formulating policies to meet demonstrated needs
- Organize data into report format and arrange for preparation of graphic presentation of research findings

- Demonstrate proficiency in analytical thinking, project management, oral communication, team work, written and verbal communication, business acumen, strategic thinking, initiative, innovation, judgment, planning and organization

A number of consulting sources have been identified as important to the success of the SSI. The vacancy survey being done by the ERISS Corporation will be important to the initial phase of the project. These services have already been contracted for by DWD.

Consultant Services

The Corporation for a Skilled Workforce (CSW) is currently under contract to provide services to the Southwest Indiana WIB. They have been contacted and will provide both initial and ongoing consultant support to the Foundation Staff Team, the Lead Team, and the Consortia. They will be expected to take the lead in providing technical support to the Sector Strategy Coordinator as well as the other project staff members. Their experience and expertise in research, surveying techniques, focus group management, project coordination, and report writing and presentation is deemed essential to the value of the project outcomes.

Workforce Associates will provide ongoing workshops and training to assist with quality research, data application, and report generation. The planned SSI Workshops on Line will be made available to both staff and other interested parties and are considered an important resource in assuring active participation by members.

B. COORDINATION ACROSS WIB BOUNDARIES

The Southwest Indiana and Shawnee Trace WIBs have a long history of working together on addressing workforce issues. During the transition from the Job Training Partnership Act to the Workforce Investment Act the two WIBs developed a joint plan of service to meet the needs of job seekers and employers. The WIBs also jointly developed a comprehensive strategic plan for Region 11 in 2002. The plan was submitted to and approved by the State Human Resource Investment Council. Other joint initiatives included managing recruitment and assessment services to the start-up of Toyota Motor Manufacturing, employer surveys, gap analysis for youth programming, rapid response activities, and services to dislocated workers. In addition, it should be noted that a number of WIB members from the Southwest WIB serve as members of the Shawnee Trace WIB and the WIB directors have occasionally been asked to participate in meetings of their counterpart agencies.

Upon the announcement of the realignment of the Workforce Service Areas, staff and member representatives from the two WIBs have met to discuss issues related to that anticipated transition, once again demonstrating the spirit of willing cooperation.

It is important to note that the membership of the Consortia is balanced between representatives from each of the WSAs. It is expected that this will result in an unbiased approach to the implementation of the SSI in the region.

The joint ventures described above covered all of the geographic areas within Region 11 and involved input from key stakeholders throughout the region. The Region 11 Strategic Skills Initiative, being coordinated by the Southwest and Shawnee Trace WIBs, will also be responsive to all areas of the Economic Growth Region (EGR). The Consortia has been populated with individuals from throughout the region who possess expertise in a variety of areas and will help craft long-term strategies that, once implemented, will position the region in a manner that will strengthen the current and future workforce.

The Foundation Staff Team will meet with the Lead Team on a regular and ongoing schedule. In as much as the Lead Team includes representatives from both WIBs, those meetings will provide the opportunity to address and resolve any inter-agency concerns.

C. PLANS TO INTEGRATE REGIONAL SECTOR AND INDUSTRY REPRESENTATIVES

Sector and industry representatives will play key roles in the SSI process. These representatives will fulfill dual roles in that they will provide input in the form of responding to surveys, participating in interviews, and participating in focus groups. They will provide oversight leadership in the form of assessing and evaluating the results of the research and validating it for use in the process.

The Consortia is seen as the most representative body of employment sectors and industries and other key stakeholders in the region. As discussed earlier, great reliance will be placed on them to meet the dual roles envisioned for them. It is intended that the Foundation Staff Team will conduct information sharing sessions on a regional basis through the Consortia as well as information sharing sessions on a more local, county level basis as well as on an industry specific basis. Individual meetings at the local level and with specific industry representatives will also take place. The meetings will be scheduled as determined by the progress of the research associated with data analysis and evaluation.

Through information supplied by the Department of Workforce Development's Labor Market Information, and information generated by previous regional labor market demand surveys, a number of potential sectors and industry clusters

have been identified. In the formation of the Consortia every attempt was made to include representatives from these groups. It is expected they will serve as the initial Industry Focus Team members responding to the two tasks outlined above.

As the additional research is evaluated by the Foundation Staff Team with technical assistant from consultants, it is to be expected that the number and nature of the potential sectors and industry clusters will be more clearly defined. This will be a phase where we will refine the research findings and arrive at the industry clusters which most clearly meet the objectives of the long term implementation of the SSI.

D. MAJOR PRIMARY RESEARCH TO BE PERFORMED

The Skill Shortages data gathering and analysis will begin with the Lead Team and Consortia identifying one or two sectors or clusters of industries deemed critical to the regional based upon existing information. Secondary SSI data compiled by DWD for Region 11 will be used as the starting point for identifying the economic value of each industry sector. This data includes employment, wages, growth projections, shift share analysis, and location quotient.

This will be augmented by information to be gleaned through additional research designed to support the final determination as to the sectors and the clusters within those sectors which are deemed critical to the support of the regional economy.

When the Lead Team and Consortia have made their determination as to the critical clusters, the next step will be to identify employers within those clusters. This will be followed by a series of interviews, focus groups, and surveys of those employers as to the occupations most critical to their business. The data will be supplement by the vacancy survey prepared by the ERISS Corporation for our region. The results of this survey will be reviewed by the staff with technical advice from consultants in order to determine the critical occupational shortages for employers in the wide range of industry clusters surveyed by ERISS.

On the written survey they will be asked to supply turnover rates, absentee rates, recruitment sources, hiring practices, entry level hiring requirements, advancement opportunities along with requirements, entry and experience level wages and benefits, employer supported training opportunities, and average age of incumbents/anticipated retirements short term and long term. These employers will also be asked to participate in future advisory, or task force, activities.

Written surveys often have a low response rate. To augment it, and to probe deeper into responses, a number of telephone interviews in each cluster will be

conducted. From these we also hope to obtain exit interview data as to the reasons employees gave for leaving. Where possible those employees who have left will be contacted and surveyed as to the reasons they had for leaving.

As a final step in this process, the Lead Team will meet with Industry Focus Teams for the identified industries to validate and finalize the occupations selected for further study. We are assuming, at a minimum, two critical occupations in each of the selected clusters for a total of a minimum of four occupations. Finally, a draft hypotheses for the root causes of shortage will be tested against the available data by the WIB staff, including the Director of Planning and consultants.

The initial stages of the Root Causes Report will be to identify sources of information regarding careers identified in the Skill Shortages Report. This will include the identification of any certifications or licenses requested. The regional availability of training for those occupations including location, cost, flexibility of scheduling, opportunities for distance learning, entry requirements, and length of training required will be determined.

The research will also include an assessment of the annual number of applicants to the training programs and the annual number of completers.

Focus groups with incumbent workers will address a number of possible issues relative to the Root Causes. We will explore why and how they entered the occupation and their perceptions as to why people leave the occupation. It is also important to gauge their understanding of how their own training aided or impeded their finding employment in the occupation and how it affected their ability to advance. Focus groups will be held in geographically different areas for each of the occupations.

Similarly, focus groups will be conducted with dislocated workers exploring issues that led to their dislocation, what skills were lacking that might have prevented the dislocation, how training might have prevented their dislocation, what training might have better prepared them for replacement occupations.

We will invite the area Apprenticeship Coordinators to serve as a focus group to discuss the type of problems they encounter recruiting apprentices. They will be asked to share their insights into the reasons people do and/or do not succeed. We will ask them what the most common reasons for not being accepted into the apprenticeship programs are and how to best overcome them. These Coordinators will be representatives of the Building Trades Programs.

These focus groups will allow us to better gauge how working conditions, wages, benefits, and other factors contribute to why individuals are attracted to the occupations, or contribute to their abandoning the occupation.

Geographically diverse focus groups will be conducted with high school students and with high school counselors. We will aim to explore their

perceptions of the targeted occupations and their understanding of the working conditions and wages, benefits, advancement opportunities for each of them.

It is important that we also gain from this group their understanding as to the skill requirements for the occupations and their understanding as to the hiring requirements. These will associate with their ideas as to what factors would prompt them to be interested in the targeted occupations and what would cause them to leave these occupations or any other occupation.

Focus groups with postsecondary department heads will help us understand any potential barriers they have for filling classes, finding instructors, procuring instructional materials and equipment, and retaining students through to completion of programs.

Similar focus groups will be conducted with staff from the WorkOne Centers in the region. The questions for the staff will vary from those posed to the incumbent workers and the student and counselor groups. However, they also will deal with perceptions of the targeted occupations, their knowledge of the skill requirements for those occupations, and their knowledge of available training as a barrier to referral of clients to those occupations.

It is expected that the Industry Focus Teams and the Consortia will review and validate these findings.

The research relative to the Regional Solutions Report will be generated beginning with a full day summit for each of the two sectors. Each day's event will consist of a presentation of the two preceding reports on Skill Shortages and Root Causes. It will include breakout groups divided into stakeholder groups such as Business and Labor; Education; Economic Development and Elected Officials; Community Based Organizations (including Work One staff and WIA service providers).

These breakout groups will be asked to address the root causes for each of the selected occupations for that sector and "brainstorm" on:

- Potential measurable objectives or outcomes to gauge success
- Potential strategies that they and their peers could act on to positively impact that issue
- What assistance they would need from other stakeholder groups in order to make those positive impacts
- Existing resources that could be brought to bear on deployment of each strategy and what additional resources may be needed

The groups will reconvene to report out and provide feedback so that other stakeholders can provide comment and input. That information will be synthesized so that it is useable by those responsible for follow up actions. Audience members will be asked to volunteer to participate on "action teams",

one established for each of the selected occupations. A cross section of stakeholders will be selected for these teams. A “Occupation Champion” will be selected to prepare for follow up meetings of the teams. The Occupation Champion will be expected to work on objectives, strategies, and timeframes for action on the issue. The Champions will meet with the Consortia after the initial round of team meetings to assess progress, identify overlaps, and resolve any problems arising from the process. This will also be the opportunity for mid-course corrections in order to assure the process stays on track.

Upon completion of the teams’ work the Lead Team and interested members of the Consortia and the Champions will meet to prepare a final report and develop an accountability plan based upon the research results from the Summit meetings.

Planning Activities and Schedule

Project Activity	Timeline	Staff Responsibilities and Agency	Effort/Work Hours	Product Produced
Pre-project Activities	7/01/05-10/11/05	Lead Team Foundation Staff Team	200 hours	Consortia Orientation Packet Application for SSI Planning Funds
Project Activity-Skill Shortages Report				
Lead Team, Consortia, and local elected officials updates, solicitation for their input, review, and evaluation of the work in progress.	10/14/05-12/15/05	Foundation Staff Team	160 hours	Meeting Agendas and Summaries
Job Vacancy Survey	7/01/05-8/27/05	ERISS Corporation	N/A	Labor Market Information
Identify critical industrial sectors and clusters utilizing primary and secondary data. Conduct the cluster analysis	10/14/05-11/15/05	Foundation Staff Team Corporation for a Skilled Workforce (CSW) Analysis and Evaluation Team	400 hours	Compendium of data relevant to critical industry clusters identification. Selection of critical industry clusters to be targeted
Identify skill shortages within critical industries utilizing primary and secondary data. Validate	11/01/05-12/01/05	Foundation Staff Team CSW Analysis and Evaluation	400 hours	Selection of critical occupations and skills

conclusions.		Team		
Conduct analysis of occupational skills shortage and quantify short and long term shortages.	11/15/05-12/15/05	Foundation Staff Team CSW Analysis and Evaluation Team	400 hours	Quantification of targeted selected skill shortages in selected occupations.
Primary data collection through surveys and interviews	11/15/05-12/15/05	Foundation Staff Team CSW	400 hours	Survey and interview tools and summary analysis
Write Skill Shortages Report, submit to Lead Team and Consortia for signoff and approval. Submit to DWD	12/01/05-12/15/05	Foundation Staff Team	80 hours	Final Skill Shortages Report
<u>Project Activity-Root Causes Report</u>				
Provide Lead Team, Consortia, and local elected officials with updates, solicitation for their input, review, and evaluation of the work in progress.	12/15/05-2/20/06	Foundation Staff Team	160 hours	Meeting Agendas and Summaries
Review secondary data and generate primary data through surveys, focus groups, and interviews.	12/15/05-2/01/06	Foundation Staff Team CSW Analysis and Evaluation Team	400 hours	Compendium of data relevant to the root causes of skill shortages in critical skills in critical occupations
Conduct survey of occupational requirements, certificates, and/or	12/15/05-2/01/06	Foundation Staff Team CSW	200 hours	Compendium of general requirements for employment in critical

licenses relative to critical occupations				occupations
Conduct focus groups with incumbent workers, dislocated workers, students, counselors, employers, and apprenticeship program directors	12/15/05-2/14/06	Foundation Staff Team CSW	400 hours	Summary Analysis of focus group findings
Conduct follow up surveys/interviews with employers relative to validity of primary data.	1/15/06-2/14/06	Foundation Staff Team CSW	100 hours	Validation of focus group findings.
Write Root Causes Report. Review report with Lead Team, Consortia, and local elected officials for sign off and submit to DWD.	2/14/06-2/21/06	Foundation Staff Team	80 hours	Final Root Causes Report
Regional Solutions Report				
Provide Lead Team, Consortia, and local elected officials with updates, solicitation for their input, review, and evaluation of the work in progress.	2/21/06-4/14/06	Foundation Staff Team	160 hours	Meeting Agendas and Summaries
Convene Regional Summit involving all stakeholders	2/21/06-3/08/06	Foundation Staff Team CSW Planning Director	120 hours	Meeting Agenda and Summaries

Conduct breakouts with attendees to establish priorities for Action Teams	3/08/06	Foundation Staff Team CSW Planning Director	60 hours	Summary of priority potential solutions within Action Teams
Conduct follow up meetings of Action Teams to refine identified recommendations	3/09/06-4/10/06	Foundation Staff Team CSW	400 hours	Draft Solutions plan
Write Solutions Report. Review report with Lead Team, Consortia, and local elected officials for sign off and submit to DWD.	4/11/06-4/14/06	Foundation Staff Team	80 hours	Final Regional Solutions Report

ATTACHMENT 1: LINE ITEM BUDGET REQUEST

Budget Summary

ITEM	AMOUNT REQUESTED
1. Staff costs	\$146,080.00
2. Consultant Assistance	\$41,405.00
3. Travel Expenses	\$3,784.00
4. Other Expenses	\$45,891.00
5. Total	\$237,160.00

1. Staff Costs: Prorated wages and benefit costs for that portion of time staff actively work on the project. Staff time charged to the project must be documented (i.e., time sheets).
2. Consultant Assistance: Costs for consultants assisting with the project. Include both consultant fees and expenses here. Please note that contracts for consultant services must meet all applicable state and local procurement requirements.
3. Travel Expenses: Transportation (i.e., mileage), lodging, and meals (or per diem) costs for staff and other personnel (excluding consultants) participating in the project.
4. Other Expenses: Include costs such as meeting room costs, purchase of data, reports, and materials, data processing fees, and printing expenses.

***NOTICE: Attach a detailed justification for all requested costs by line item. The justification must explain what is being requested in relation to the work statement, as well as the "reasonableness" of the amount being requested-this is a critical piece that must be well developed in order for the state to determine final funding levels.**

Detailed Budget Justification

1. Foundation Staff

The duties and responsibilities of the staff participating in the project are tied to the Detailed Budget. In addition, it is expected that there will some time charges by pooled support staff. The following staff and their responsibilities are as follows:

Charles Roche will share the day to day management responsibilities with Jerry Yezbick. These include:

- ◆ Provide direction and supervision to project staff
- ◆ Develop and distribute progress updates for all reports to the Lead Team, Consortia, and Local Elected Officials on a weekly basis through electronic mail and/or printed materials, conference telephone calls, and group meetings
- ◆ Coordinate with Jerry Yezbick on the supervision of the Sector Strategy Coordinator, the consultant groups, the Economic Development Team and the Analysis and Evaluation Team in the identification of skill shortages, root causes, and solutions
- ◆ Review and evaluate responses from surveys, focus groups, and interviews
- ◆ Assist in scheduling and conducting focus groups and interviews
- ◆ Assist in formatting and presenting Solutions Summit and follow up activities including support for Action Teams
- ◆ Oversee writing of the reports

Jerry Yezbick will share the day to day management responsibilities with Charles Roche. These include:

- ◆ Drives the action plans for SSI so that targeted results are achieved in the most efficient and effective manner
- ◆ Continually assesses the environment and proposes new or different strategies when appropriate
- ◆ Ensures the Consortia, Lead Team, and stakeholder teams (Work One, Analysis and Evaluation, Industry Focus and Regional Economic Development teams) receive the necessary information, data and logistical support to be effective
- ◆ Provide direction and supervision to project staff

- ◆ Develop and distribute progress updates for all reports to the Lead Team, Consortia, and Local Elected Officials on a weekly basis through electronic mail and/or printed materials, conference telephone calls, and group meetings
- ◆ Coordinate with Charles Roche the supervision of the Sector Strategy Coordinator, the consultant groups, the Economic Development Team and the Analysis and Evaluation Team in the identification of skill shortages, root causes, and solutions
- ◆ Review and evaluate responses from surveys, focus groups, and interviews
- ◆ Assist in scheduling and conducting focus groups and interviews
- ◆ Assist in formatting and presenting Solutions Summit and follow up activities including support for Action Teams
- ◆ Oversee writing of the reports
- ◆ Manage all aspects of the fiscal process and serve as the Grant Recipient Organization including supervising responsible fiscal staff, insuring accuracy of invoices and the prompt payment of all expenses

Jeff Amos will report directly to Jerry Yezbick for purposes of this project. He will provide planning, evaluation, and implementation support to the project. These include:

- ◆ Work in support of the Sector Strategy Coordinator in the identification, collection, interpretation, and utilization of primary data
- ◆ Assist in the identification, collection, interpretation, and utilization of secondary data
- ◆ Manage the implementation of scheduling of focus groups and interviews in Posey, Vanderburgh, Warrick, Perry, and Spencer counties, prepare written activity reports on those activities
- ◆ Coordinate focus group and interview activities with Sheila Hess
- ◆ Assist in the writing of the reports
- ◆ With Sheila Hess provide support to Solutions Summit activities including scheduling of Action Teams and preparing reports on Action Team conclusions

Sheila Hess will report directly to Charles Roche for purposes of this project. She will provide planning, evaluation, and implementation support to the project. These include:

- ◆ Work in support of the Sector Strategy Coordinator in the identification, collection, interpretation, and utilization of primary data
- ◆ Assist in the identification, collection, interpretation, and utilization of secondary data
- ◆ Manage the implementation of scheduling of focus groups and interviews in Posey, Vanderburgh, Warrick, Perry, and Spencer counties, prepare written activity reports on those activities
- ◆ Coordinate focus group and interview activities with Jeff Amos
- ◆ Assist in the writing of the reports
- ◆ With Jeff Amos provide support to Solutions Summit activities including scheduling of Action Teams and preparing reports on Action Team conclusions

Linda Jones will report directly to Jerry Yezbick and applicable duties include:

- ◆ Insure the authorized receipt and disbursement of Strategic skills Initiative funds
- ◆ Maintain the financial General Leger based on Generally accepted Accounting Principles and the Department of Workforce development's Cost Allocation Plan
- ◆ Prepare monthly financial reports

1. Foundation Staff Expense

Staff	Rate	Weekly Hours	Total Hours	Total Expense
Charles Roche	\$50.00/hour	20	520	\$26,000.00
Jerry Yezbick	\$50.00/hour	20	520	\$26,000.00
Sheila Hess	\$41.00/hour	20	520	\$21,300.00
Jeff Amos	\$41.00/hour	20	520	\$21,300.00
Linda Jones	\$33.00/hour	10	260	\$ 8,580.00
Sector Strategies Coordinator	\$30.00/hour	40	1040	\$31,200.00
Support Staff	\$30.00/hour	15	390	\$11,700.00
Total	NA	135	3,770	\$146,080.00

(Note: Staff costs include all fringe benefits.)

2. Consultant Services

ERISS Corporation is under a state-wide contract to conduct a Vacancy Survey for each of the EGRs. That process is designed to provide primary data from a wide range of employers across a wide range of sectors. The resulting materials are intended to be used by the Foundation Staff and the Sector Strategies Coordinator in the development of the Skill Shortages Report. The work product due date is 8/31/05.

Total Cost: \$13,455.00

Workforce Associates will be contracted to provide technical assistance in the form of online workshops (webinars). The DWD has coordinated with Workforce Associates to provide individualized products for each EGR as well as overall guidance and direction. The consultation will provide technical expertise in the mining of data and its application to the three project phases.

Total Cost: \$9,950.00

Corporation for a Skilled Workforce will provide technical assistance in the form of on-site visits as well as distance conferencing. The major activities will include:

- ◆ Conference calls with Lead Team and Foundation Staff
- ◆ On-site consultation with Sector Strategies Coordinator on data analysis
- ◆ Off-site provision of telephone technical assistance to Foundation Staff
- ◆ Off-site review and edit of the reports
- ◆ Off-site development of focus group protocols and questions
- ◆ On-site assistance with some focus groups
- ◆ Other tasks associated with the project to be determined as needs are identified

Total Cost: \$18,000.00

(Note: The Total Cost only reflects charges to be made against the SSI grant. Other costs for the services will be paid from existing contractual funds remaining from a grant to the Southwest Indiana WIB.)

3. Travel Expense

Expenses necessary to support the Foundation Staff anticipated to be incurred for travel, meals, and lodging associated with grant implementation.

Expense Description	Expense Rate	Expense Recurrence	Total Expense
Mileage	\$.40/mile	7,800 miles	\$3,120.00
Lodging	\$140.00/night	4 nights	\$ 560.00
Per diem	\$26.00/day	4 days	\$ 104.00
Total	NA	NA	\$3,784.00

4. Other Expenses

Other itemized expenses include the following:

Consortia meetings, focus groups, and Solutions summit including room costs, refreshments, supplies, and materials	\$5,000.00
Copying, printing, postage, and telephone, including printing costs of the three reports for distribution to stakeholders	\$3,500.00
Laptop computer, printer, scanner, and required software, and internet access to equip the Sector Strategies Coordinator	\$4,000
Pre-research and ID Phase expenses including: <ul style="list-style-type: none"> Supplies.....\$ 315.00 Travel.....\$ 300.00 Allocated Costs for SWIWIB.....\$ 4,000.00 SWIWIB staff.....\$12,000.00 STWIB staff.....\$ 7,551.00 Consortia Meeting Expense.....\$ 1,225.00 	\$24,166
TOTAL	\$ 37,891.00

5. Allocated Costs

Allocated costs constitute an indirect charge by agreement with the Indiana Department of Workforce Development. For purposes associated with the activities proposed to be performed by the Southwest Indiana WIB staff:

Total Allocated Cost: \$8,000.00

ATTACHMENT 2: REGION 11 CONSORTIA MEMBERS

Representative		Dubois	Gibson	Knox	Perry	Pike	Posey	Spencer	Vanderburgh	Warrick
Les Bulter*	General Electric						✓			
Sandra Reed*	Indiana Economic Development Corporation								✓	
Tom Horstman*	WorkOne								✓	
Ken Eskridge*	CTA Consultant								✓	
Mary K. Oswald*	Goodwill Industries								✓	
Rose Castle*	Warrick Co. Dev. Corp.									✓
Kim Howard*	Small Business Dev. Corp.								✓	
Dick Lynch*	Vectren Corporation								✓	
Bill Bennett*	DWD								✓	
Lu Porter*	Integra Bank								✓	
Dr. Ed Jones*	University of Southern IN								✓	
Jim Messmer*	Vincennes University			✓						
Jim Heck*	ALF-CIO, Labor Training Institute									✓
Roger Tomes*	Cinergy/PSI			✓						
Lisa Dillon*	Indianapolis Power and Light					✓				
Franka Siscel*	Career Choices Inc.								✓	
Paula Pinkstaff*	Toyota Motor Manufacturing of Indiana		✓							
Cheryl Steinbacher*	Integra Bank								✓	
Scott Harrell*	Rexam Closures and Containers								✓	
Ronnie Cantu*	Azteca Milling								✓	
Cathy Boatman*	WorkOne								✓	
Dan Schenk*	IVY Tech Community College								✓	
Suzanne Crouch*	Vanderburgh County Commissioner								✓	
Larry Sutterer*	Superior Essex			✓						
Tammy Thompson*	Lincoln Hills Dev. Corp.				✓			✓		
Robin Hamme*	Accuride Corp.								✓	

Representative		Dubois	Gibson	Knox	Perry	Pike	Posey	Spencer	Vanderburgh	Warrick
Andy Guarino*	Vanderburgh School Corp								✓	
Deborah Castrale*	Whirlpool Corp.								✓	
Terry Lock*	Perry Co. Commissioner				✓					
Gary Gentry*	Knox Co. Dev. Corp.			✓						
Jeff Bixby*	Whirlpool Corp.								✓	
Jimmie Morrison*	Fifth Third Bank			✓						
Jenny Dearwester*	Southern IN Rural Dev.					✓				
Nancy Davisson*	WorkOne			✓						
Joyce Memering	Memering Construction & Twin Rivers Voc. Coop			✓						
Dr. Darrin Sorrells	Oakland City University		✓							
Robert Grewe*	Dubois Co. Area Dev. Corporation	✓								
Todd Garrison*	Kimball International	✓								
John Burger	Dubois Co. Commissioner Haysville Feedmill	✓								
Cindy Gaskins*	Sisson Steel					✓				
JoAnn Kappell	Experience Works, Inc.						✓			
Nancy Eckerle*	Jasper Chamber of Commerce	✓								
Sherrell Marginet*	Gibson Co. Commissioner		✓							
Susan Carperter*	Vocational Rehabilitation			✓						
Linda Goeppner*	Jasper Engines	✓								
Gary Kinnaman*	Carpenter JATF					✓				
David Reed	IRCC			✓						
Gail Kemp*	Mayor of Huntingburg	✓								
Greg Wathen*	Perry Co. Dev. Corp.				✓					
Beth Ann Packer	Mayor of Rockport							✓		
Mary K. Cardinal*	SINE		✓							
Judy Weatherholt	Warrick Co. Dev. Corp.									✓
Jerry Yezbick	Southwest WIB								✓	
Jeff Amos*	Southwest WIB								✓	
Linda Jones*	Southwest WIB								✓	
Chuck Roche*	Shawnee Trace WIB			✓						
Brent Woolwine*	Vincennes University			✓						
Nancy Begle*	Vincennes University	✓								

Representative		Dubois	Gibson	Knox	Perry	Pike	Posey	Spencer	Vanderburgh	Warrick
Sheila Hess	Vincennes University			✓						
Claudia Rickardt	St. Marys Hospital								✓	
Nadine Coudret	University of Southern IN								✓	
Phil Wilzbacher	Port of Mt. Vernon						✓			
Nancy Burns	University of Southern IN								✓	
Matt Meadors	Chamber of Commerce								✓	
Connie Fowler	IEDC								✓	
Ron Keeping	Vectren								✓	
Christi K. Bradley	West Pharmacy Service								✓	
Michael Cockrum	Adult Education Works								✓	
Ruth Ann Sellers	American Electric Power							✓		
Jana Vieck	VU School of Nursing			✓						
Julie Marchino	Good Samaritan Hospital			✓						

*Denotes attendance at initial Consortia meeting on 10-4-05